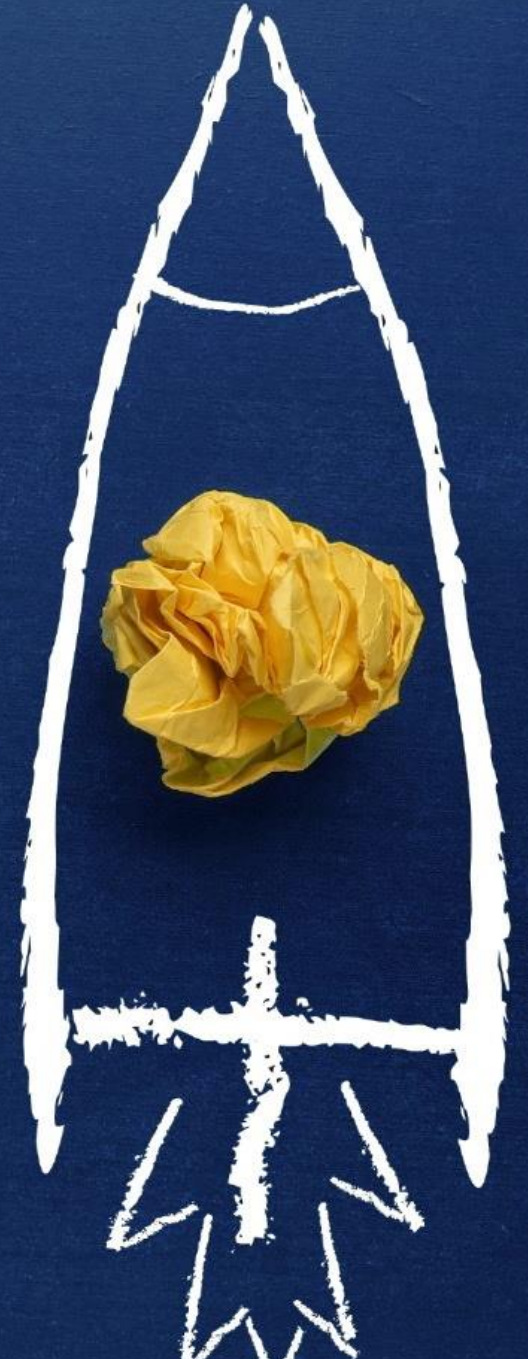




HIRING YOUR FIRST SALESPERSON





WHO'S THIS GUY

- About me:
 - Filled many roles from retail sales to VP since 1995
 - Lived through this process multiple times
 - Learned many things along the way
 - Try not to be boring
 - Not sponsored!





WHO THIS IS FOR

- Start-ups
- 1st time hiring managers & business owners
- Organizations in growth mode
- Curious business people





SALESPEOPLE? WHY?

What salespeople do:

- Identify new prospects, qualify and convert to customers
- Ambassadors
- Create value for your customers
- Business intelligence gatherers
 - Competition
 - Pricing
 - Strategy
 - Candidates
- Accelerate your growth
- Customer retention & loyalty
- Collections
- Fuel payroll





SALESPEOPLE FLAVORS

- Prospectors (hunters): they find new prospects
- Account managers (farmers): they grow existing customers
- Order takers: they operationalize relationships
- Channel: build and manage partner networks
(Potato peeler example: brand → wholesale → retail → consumer)
- Missionary: they evangelize and educate what you sell to influence decisions (pharma representatives)
- Sales support: trusted advisors for technical sales (sales engineers, etc.)





DEFINING YOUR NEEDS

- Startups:
 - Taking over a founder's responsibilities and/or
 - It's time to get your first sales?
- Expected roles:
 - The classics (prospection, account management, etc.)
 - Team management?
 - Marketing too?
 - Social/web as well?
- Clear job description & title





COMPENSATION

- Must be based on organizational revenue needs
 - Salespeople are “coin operated” and goal-centric
- Base salary + variable income + equity
 - Accelerators!
 - No commission caps!
 - Bonuses/MBOs
- What can you afford Vs market rates?
 - Salary.com, Glassdoor, PayScale, LinkedIn, etc.





COMPENSATION

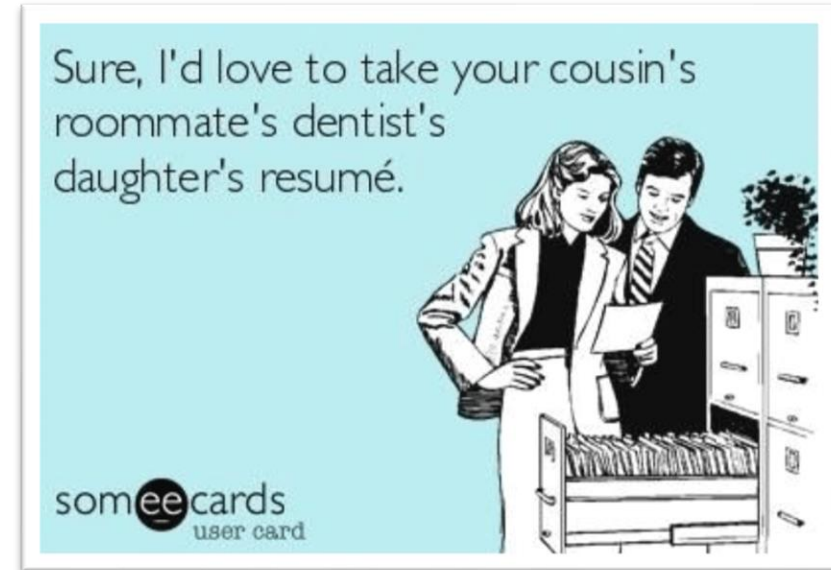
- Other factors:
 - Prices too high or too low?
 - Sales cycle length?
 - Average deal size in your currency?
 - Upsell items?
 - Cross sell items?
 - Operational costs & your burn rate?





FINDING CANDIDATES

- Recruiters
- Posting roles online
 - Job sites: Indeed, Monster, etc.
 - LinkedIn, Facebook
 - Angel.co, Startup.jobs (Startups!)
- Your own network
- Your competitors (direct & indirect)
- Your customers
- Startup incubators/accelerators





THE WRONG CANDIDATES

- **DO NOT HIRE WHO YOU CANNOT FIRE**
 - Family (every type!)
 - Close friends
 - Neighbors
 - People you're stuck with for a loooooong time
- “Better the devil you know”: bad.





INTERVIEW PROCESS

Meet them!

1. Hiring manager via phone/Zoom/Meet/Teams/etc.
2. In person with the team
3. Investors & mentors



The 3 types of candidates: Yes, Maybe & No
You only hire “Yes” candidates



INTERVIEW PROCESS

What to prepare:

- Questions, questions, questions
 - Industry
 - Wins & losses
 - Experience
 - Gotcha questions
- Define in advance roles
- Dress code for the team





INTERVIEW PROCESS

Things to look for:

- How they dress
- What they repeat from the phone interview
- Personality fit
- Do they have questions?
- Did they do research?
- Do they have a basic plan?
- Ask questions to make them squirm!
- Will they follow up?



TESTING THE FINALIST

- Background check (credit, legal)
- Talk to references
- Review their social accounts
- Psychometric testing
 - Low cost, high return
 - Gallup StrengthsFinder





NOW WHAT?

- Make an offer!
 - Expect negotiations
- Have an onboarding & training plan ready
- Integrate into the team & role ASAP
 - Have business cards ready day 1
 - Desk is ready with gear
- Be demanding but supportive
 - Adaptability of all parties
- Regular scheduled reviews (weekly)
- Make it fun





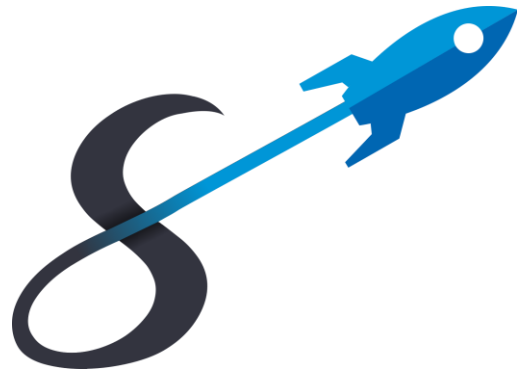
SALES KIT

- Phone! Mobile or desk phone or both?
- Laptop
- Business cards
- CRM
- Collateral
- Demo materials
- Leads, promotions, campaigns, etc.





THANK YOU



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